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COPY #1

CIA CAREER SERVICE BOARD

17th Meeting

Thursday, 10 December 1953

4:00 p.m.

DCI Conference Room

Administration Building

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CIA CAREER SERVICE BOARD

17th Meeting

Thursday, 10 December 1953

4:00 p.m.

DCI Conference Room

Administration Building

In Attendance:

Lyman B. Kirkpatrick, Inspector General, Chairman

Matthew Baird, Director of Training, Member

25X1A9a [REDACTED], Office of the Inspector General

George G. Carey, AD/00

25X1A [REDACTED] Acting Personnel Director, Alternate for
the AD/Personnel, Member

Otto E. Guthe, AD/RR

25X1A9a [REDACTED] Chief of Operations, Alternate for the DD/P,
Member

[REDACTED] PP/SA, Alternate for the Deputy Chief, PP,
Member

[REDACTED] Special Assistant to AD/CO

Huntington Sheldon, AD/CI, Member

Lawrence K. White, Acting DD/A, Member

25X1A9a [REDACTED] Special Assistant, DD/I, Alternate for
the DD/I, Member

[REDACTED] Executive Secretary

[REDACTED] Secretariat

[REDACTED] Secretariat

[REDACTED] Reporter

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I N D E X

		Page
1	Minutes of 15th Meeting	1
25X1A9a 2	Introduction of Mr. [REDACTED]	1
3	Minutes of 16th Meeting	1
4	"Responsibility for the Assignment and Career Development of General Administrative Personnel," from the DD/A Career Service Board	1 - 16
5	Check-list of Career Service Program.	16 - 18
6	Proposed policies for Career Service.	18 - 21
7	Next Meeting.	21
8	<i>Prior military service</i>	18

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. . . The 17th Meeting of the CIA Career Service Board convened at 4:00 p.m., 10 December 1953, in the DCI Conference Room, Mr. Lyman B. Kirkpatrick presiding . . .

MR. KIRKPATRICK: Gentlemen, shall we come to order?

The first item on the agenda is the minutes of the meeting for 19 November. I trust you have all read them? Are there any corrections or amendments? If not, they will stand approved.

I would like to take this opportunity to introduce [REDACTED] 25X1A9a sitting next to Colonel White--who is taking [REDACTED] place, and I will 25X1A9a leave it up to each of you to introduce yourselves, rather than my going around the table and pointing out the various sinister characters.

The second item on the agenda is the minutes of the 16th meeting held on 23 November. Are there any amendments or corrections? They will stand approved.

Now this third item on the agenda, this is the second time this matter has come up before the Board. It's the question of administrative office designations for those individuals in administration in the DD/I and DD/P components. The basic issue is that whereas in the DD/P area a large number of the individuals in administrative positions have indicated that they will accept DD/A career designations, the contrary is true in the DD/I area, and the DD/I has entered strong demur to this general proposal. Mr. Amory called me on this matter and was rather unhappy at his inability to be here this afternoon, but he had a National Security Council Staff Meeting which he couldn't excuse himself from, but he would like to have it heard with three, strong representatives, Messrs. Sheldon, Carey and Guthe, all of whom, I understand, want to make themselves heard.

So without further ado, Ting, I think I will turn the I side over to you to act as general moderator on your task force.

MR. SHELDON: This hasn't been rehearsed. (Laughter)

MR. KIRKPATRICK: Before we do that, I think that if we could, Dick, either you or Red might indicate the general system by which this was accomplished in the DD/P area, if there was any system.

MR. CAREY: It's stated right in here.

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MR. KIRKPATRICK: No, what I am trying to bring out is that my understanding of the facts was that in the DD/P area the individuals in administrative positions were advised that there was no specific board in that area to which they could have their careers assigned, other than PP, PM and FI; and that, therefore, it was recommended that they accept DD/A career designations inasmuch as the general interest in those jobs was primarily on the administrative side, and that if they didn't wish to accept a DD/A designation, their reason for not doing so would be given consideration at a later date. Isn't that more or less the way it was handled, Dick?

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██████████ Yes, and in this memorandum which Colonel White has submitted here it does explain essentially the way it now operates in DD/P. In other words, DD/A has contributed a large number of people who come under DD/A Career Service Boards. Some of them have returned, some of them have stayed on, and some have gone overseas. When we had to hoe down the corn initially when the career service came up, this question of choice was brought forward. But as you well know, we have had a problem somewhat similar to this for a long time, because we have communicators serving overseas, we have finance officers serving overseas, and from time to time we have had supply and transportation officers, and occasionally a logistics officer. They have all been part of the Station or Mission and certainly under the DD/P aegis while there, and when they have returned they have reverted to their basic service or some special arrangement has been made to keep them on. And it seems, at the moment, we work reasonably satisfactorily, with the obvious exceptions that come up from time to time. Actually, I don't see how we could operate it any differently, because with special funds, for example, under DD/A, and with us being obviously obliged to take the regulations, procedures, etc., of special funds in the handling of our overseas matters, it wouldn't make sense to try to recruit a body of individuals who had never had special funds training or didn't satisfy those requirements to do that work, the same as communicators, medical officers, etc. So there would be no device we could set up for taking care of those people's careers if we didn't do it this way. Now those that have desired to shift out of communications into intelligence work or PP work, have done so with the conscious desire to do that and to do something else more than they want to do the other, whereas those that have stayed in their particular specialty have stayed with the

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Career Service Boards who controlled them in the first place.

MR. KIRKPATRICK: In other words, the essential philosophy underlying the whole program is the acceptance of the fact that whether he is a logistics man, a commo man or a financial man, that that is his natural interest and the way he wishes to pursue his career in the Agency, whether he is doing finance, commo, personnel or similar type work in the DD/P area or directly in the DD/A area or the DD/I area, and that basically speaking there is no coercion into the acceptance of the designation, that it is their free choice.

25X1A9a [REDACTED] We have an interesting problem up now which serves to highlight this problem a little bit. There is a security officer in [REDACTED] and 25X1A6 the Senior Representative and the Chief of Security disagree about what ought to happen about that man's career. The Senior Representative of [REDACTED] wants 25X1A6a him to stay on, and the Security Office wants him to come back. So the Senior Representative, appropriately, addressed a letter to Mr. Wisner and said he didn't like this decision, so now there is obviously a question of adjustment here, one way or the other. But I think that is inevitable. I don't think it would be appropriate for us to take over the security officer as a full-time FI man or PP man, when he hasn't been doing anything but security functions. And I don't think it would make any particular sense for us to send some man to do the job from our side of the house, when he was sent there specifically to take care of certain matters of primary concern to Colonel Edwards. So I don't think that we actually could handle as many kinds as we can within a framework of DD/P, or something of that kind, plus the fact that it would be the end of these fellows as far as their basic services are concerned, since we don't have that type of service within the DD/P except in small amounts.

MR. WHITE: I think that is a very good description. I think it is also worth mentioning and emphasizing that on the CD/A Board of which I am 25X1A9a the Chairman, [REDACTED] sits as a member. The Board is an advisory board but so far we have been able to accept the recommendations of the Board without over-ruling in any way. In a similar manner, the DD/P has a representative that sits with the Comptroller Board, and the Personnel Board, and the other Board, so that these decisions are not arbitrary and they do have a voice. We may not always be able to assign the men that they would like, taking into

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consideration the needs of the Office as a whole, and who is available, but up to now, at least, we haven't had any cases where there was disagreement to the extent that Dick and I have been talking about it in order to settle it. Up to now, as far as I know, the recommendations of the Board have been acceptable to everybody, in the final analysis. So it isn't an arbitrary, dictatorial process.

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There is another very real, practical factor we have and that is the whole business of rotation. With the finance officers, to take an example, of which there are a large number coming back from overseas, we don't have any place in the DD/P office that we could possibly assign all of those individuals to, with the best will in the world. They are obliged to go back to special funds if they are going to continue to be finance officers, just as a practical matter.

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MR. WHITE: A finance officer is a good example. I feel personally, taking the DD/P area, that when we have finance officers in the Comptroller's Office, and the departmental area of DD/P, and in the field areas of DD/P, that if all three had experience at those three locations, then we have a chance of running a reasonably efficient show. I think the principle is sound and I think it applies across-the-board. Until we do have that we have something less than an entirely satisfactory situation. I have said this all before, but we are about five years behind in some parts of this thing. If you said to us tomorrow morning, "Well, okay, here you are. Fill these positions. We are going to put all these people in other jobs" - well, we would have to throw up our hands. We couldn't possibly do it. Nor do we propose to displace all these people immediately, or, as a matter of fact, even displace them. Most of the administrative officers that I know in the DD/I area, are certainly entirely acceptable to us. We don't have any idea of rooting them out at all. But we have to start some place if we are going to have an Agency-wide principle which I believe is sound and necessary. Again, to be repetitious, nobody has any argument that a man to be an administrative officer in ORR needs to know a great deal about ORR. I certainly subscribe to that 100 per cent. He also ought to know a great deal about the central administrative office, and if we can get this principle accepted and start people out so that they get this kind of

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an education, so that by the time you get ready to make him your principal or first assistant administrative officer in your office he has had that kind of a background, then I think we have a chance to have real administration, with one-fifth or one-tenth of the flaps we have now, which are brought about by misunderstandings because people haven't had the background they should have to do their jobs.

MR. KIRKPATRICK: It seems to me, Red, that one element of this may be a strong misunderstanding which perhaps is engendered by the very fact that DD/P has accepted it so willingly, and that is that whereas on the DD/P side there is an almost automatic compulsion in most administrative jobs when they return to the United States to go back into the DD/A area because of the limited administrative set-up in the DD/P, that the contrary is true in the DD/I, and that your administrative officers are static.

George, you have had very little turn-over in your administrative staff in the last five or six years, as I recall. I think the point should be stressed that there be no intention on the part of the DD/A to make any changes in that without the initiative coming from OO itself, to a large degree.

MR. WHITE: I think in practice, as I have said, that is probably the way it would work out. After all, the CD/A Board is an advisory board like all other boards, and if they make a recommendation or if the DD/A wants to implement a recommendation which isn't acceptable to the DD/I, then that is something for the DD/A and him to settle between them. I can't imagine that would happen too often.

There is one thing, though, which I think we should recognize, and from an Agency point of view, that we do have, at least at the present time and we will probably have some more people who are administrative people, who have rendered faithful and, in some cases, long and excellent service overseas for DD/P or for us, whichever way you want to look at it, that we have some difficulty finding a place for when they come back. If we can only consider a segment of the Agency as a field to which we can look to place people who have rendered good and faithful service to the Agency, obviously we don't have an Agency Career Service, at least as far as that would go. It's not a question of a dumping operation at all, but as an Agency it isn't the DD/P that is

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indebted to these people, it's the Agency, as far as I can see, and I believe that in the long-run the possibilities and opportunities for promotion are going to be better on an Agency-wide basis than they are on a department basis.

MR. BAIRD: Red, may I ask you a question? What do you consider administrative jobs? Are they so designated as administrative officers on the T/O? The point of my question is that so many other jobs are so largely administrative in nature. Mine is. Also, I would think, a Chief of Station who has so much time taken up with administration.

MR. WHITE: I think Kirk would point out, as he did the other day, that he thinks his career designation ought to be FI. It's a problem which we are in the process of going through and are pretty well through, identifying with the component concerned what is an administrative officer, and what is a finance officer, and what is a personnel officer, but we certainly have no desire to get into the Station Chief category, or anything like that. Furthermore, we are not trying to do anything about secretaries and clerical people. We feel that the opportunities, at least up to now, have been broad enough within the DD/P, we will say, that we don't need to get into that on an Agency-wide basis. We have much more pressing problems. We have been able to agree with everyone else as to what an administrative officer is, a personnel officer, and a finance officer, and I can assure you we have enough to worry about.

MR. BAIRD: I think it is easy with the personnel officer, logistics and the security officer, but it's different with those people performing administrative functions.

MR. WHITE: I think we can confine it. You can say in the DD/I area Gene is an administrative officer. It's not difficult. [REDACTED] is an administrative officer in ORR. And we are certainly not proposing to go beyond that stage of the game. The principal administrative officer for the unit that we are talking about, is all we are talking about. 25X1A9a

25X1A9a [REDACTED] Would the Executive Officer, like [REDACTED] be considered an administrative officer?

MR. WHITE: Off-hand I would say no.

MR. KIRKPATRICK: Once you get up in the executive or supervisory field then you are out of that category.

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MR. CAREY: Who is the administrative officer of OO?

MR. WHITE: I don't think you have one. You have one in each Division.

MR. CAREY: And yet my secretary is designated as administrative officer.

MR. WHITE: She is designated as administrative assistant.

My own interpretation is that there would be no administrative officers in OO, unless there have been changes since I left. You would have one in each of your Divisions, and so on down the line, a personnel officer, finance officer, and so on.

MR. CAREY: I thought the individual was supposed to be given the opportunity of choosing his own career, that that was part of the Career Service, but this is forcing it on them.

MR. WHITE: Oh, no, I'm not suggesting that, no, sir.

MR. CAREY: I thought the idea was--say, take an administrative officer of one of the Divisions, if they did not want to take a CD/A they would have to get out of that job.

MR. WHITE: I have not proposed that. I have emphasized quite to the contrary, that if one of your administrative officers in one of your Divisions chooses the office designation, that I think they are stating a preference for something other than administrative work. Now I certainly don't propose to say, "Well, sorry, you're not going to be on our Career Service Board. You've got to get out of this job and make room for one of our people that do." I would certainly say, though, that if they are looking toward Contact Division, or

STATSPEC Documents as their career scope and field, that eventually I would expect that they would move on to better opportunities in that organization, and when the people that are in there now that are good people, do move on, that is the time when I would hope to have something to say about who is going in to take his place. It might be somebody you would recommend. I certainly don't say it wouldn't be, at all. We can't displace all of these people. Some people have been in those jobs for five or six years. But if your senior administrative officer for example, goes out to become a Station Chief, which sometimes they do, then at that time I would like to have something to say about getting another administrative officer in there. It might be at this

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STATSPEC stage of the game that we would be tickled to death to have you nominate one. But ideally, if we could get this accepted and take a grade 5 or 7 into the central administrative office and give him an education there, and then feed him into the [REDACTED] not as the administrative officer but as the No. 2 or No. 3 man, so that by the time he had an opportunity to become the principal administrative officer he would have had not only our background but a good working knowledge of [REDACTED] too, then I think you would have the right kind of man to start with, and I think you would have a good administrative officer.

MR. CAREY: But the fellow that has the CD/A designation is not going to get much consideration by the rest of the outfit as far as advancing him into that organization.

MR. KIRKPATRICK: That is just the point. He wouldn't take a CD/A designation in order to advance in the rest of the organization if --

4 MR. CAREY: According to this thing, as I understand it, they are going to have to take it.

MR. KIRKPATRICK: No, indeed. That is the whole point, that they are not going to have to take it. It's purely voluntary. The point Red is making is this, that if the individual--let's take your personnel officer in Contact Division, if his desire is to become a collector of intelligence and he wants to advance in that field, then he should keep his present designation, assuming it's OO, or whatever it is, and that he should plan to get out of the personnel job just as soon as you consider him worthy of going into a branch to handle reports or of going out into the field to collect.

MR. CAREY: Okay, he moves out and Red appoints somebody.

MR. KIRKPATRICK: No. Then you and Red will consult, and you will say to Red, "Can you give me a good personnel officer?" Then he will ask the Personnel Director to come up with somebody qualified in personnel. Then maybe George or Charlie can't produce somebody, so you pick a man from Contact Division and we will train him in personnel. Once again, it will be up to the individual to choose whether he wants "P" as his designation, or OO. It may be he wants to go ahead in the intelligence field rather than the personnel field.

MR. CAREY: But he can still stay in that job. As soon as you move

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him in he can say, "Well, I don't want any more CD/A designation."

MR. KIRKPATRICK: He could, sure.

MR. WHITE: I don't want to get too far off the track, because what we are trying to develop is a professional corps of administrative people. I don't want to say that everytime a man gets in there he is going to change his designation. But it certainly is a voluntary thing. If, after he gets in there, he says, "Well, I think the opportunities are better here so I would rather become a contact specialist" - that is his privilege. He can look toward that. But, frankly, I know from my own experience with your administrative officers that most of the administrative officers that you have had there could have had a very good opportunity in other parts of the Agency which they can't get as administrative officers there, there isn't any question about that.

MR. CAREY: In one Division we had 20 people who have traded out of the administrative offices into being intelligence officers in Contact Division alone, and [REDACTED] we have quite a few. But if they are going to be tagged with CD/A they won't be given consideration. I think it's going to hurt the chances of individuals.

MR. WHITE: In the case of [REDACTED] in either of those cases I have no hesitancy in saying their advancement in the administrative field outside of OO would have been at least as rapid as in the professional field inside of OO. I'll take them both now.

[REDACTED] If I may, let me give you an example of how it is working as far as the Personnel Office is concerned and as far as the Personnel Career Service is concerned. It might help to answer some of your questions. If we can take an example of a job which had to be filled in [REDACTED], in this case DD/P asked us for nominations because it was a Personnel Career Service job. The job had a PE designation. The exercise we went through was first to determine of all the people that now have PE career designations, which ones are qualified? We had a list, as I remember, of about 12 people that were in one way or the other qualified for that job. For one reason or another we eliminated all but four through our Personnel Career Service Board's deliberations. When we came up finally with the end result, we had a slate of 4 people, two of which were already in DD/P and two of which were in the Personnel Office.

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DD/P then took that slate and interviewed all of the individuals on it, the people concerned with the job, and they selected out of the slate one man to take the top job. It so happened that they selected a man that they had, that was now in the DD/P. Well, that suited us perfectly well because we had behind that, our recommendation that that man and the other three were qualified. So that having selected that man, he will go then to the overseas area and replace the fellow who will come back. We will take care of that man coming back and we already have an assignment for him when he returns. As a second thing, now, we will come up with a person, on the same basis, to replace the fellow who is going overseas. But in all of this if a slate can be developed of more than one, we do it, and in our deliberations on that DD/P has his voice in the selection of the slate through his membership on our Board. The thing has worked out very well with us and has contributed greatly, I think, toward improving the caliber of personnel administration throughout the areas in which we are working, this because if we run into a case of an individual recommended for a reassignment or a promotion and on review of his background, experience, and training it looks to us that he may be lacking in one thing or the other, we will make arrangements to have that fellow brought into the Personnel Office, or wherever else it looks like it is necessary to give him specific training to bring his effectiveness level up to a point that we think is not only good for them but also for us. I feel it has worked beautifully so far, and we are getting more and more into this rotation problem. We are in a position to give basic training. We are in a position to afford the fellow opportunities for promotion that he might not have in his own jobs, that is, the man who is in the immediate job, through getting him into some other field. Not only are we putting people into DD/P but we are taking people from DD/P into our office and thereby increasing their knowledge and effectiveness.

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██████████ Kirk, don't we have a basic question here of how we organize our boards for career service? In one sense we have a functional approach with administration cutting across the Agency and once the person is in that framework the intent is to keep him an administration man; we have the other school of thought that the Agency is a man's career, subject to a man's capabilities, interests, and the needs of the Agency, and that while he is

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with a particular organization he is under their jurisdiction and they are working on his career. Naturally, we need some mechanism. It doesn't have to be controlled through another board, but some mechanism to rotate him around as he develops and the Agency desires. But are we going to end up with all graphics people under a board, and all geographers under another board? We're mixed up here somewhere.

MR. KIRKPATRICK: That is something which certainly affects us to a large degree, because it is my desire and inclination, and I think the soundest practice, that we cut down rather than increase the number of boards, because we have simply gotten to a place now where it is absurd, the number of Career Boards we have. There aren't that many careers, basically, in the intelligence field. But I think if we can get all of the DD/I views on the table this afternoon, that basically speaking, unless Mr. Amory wishes to appear himself to further propound it, it isn't too wise to continue this further. A rapid calculation indicates that we are worried about the career designations of one-quarter of one per cent of the personnel in the Agency. So I think we can carry it just so far in our discussions and then leave it up to Colonel White and Mr. Amory to work out an amicable compromise, which I think can be reached. I think we have about reached a stand-off on the issue at the moment.

MR. BAIRD: You think we are talking about people rather than principle? I think we are talking about a principle.

MR. KIRKPATRICK: We are talking about a principle.

MR. CAREY: The whole wording is that it is not up to the individual, reading through this thing. It doesn't say the employee will have the right to choose. The emphasis is on the fact that somebody is going to tell him what he is going to do.

MR. WHITE: If that is the way it reads it isn't meant to convey that impression.

MR. BAIRD: Red, would you be willing to take out the word "immediately" on the third line on page 2, paragraph "b" in your letter? See what that means? That means that it is not proposed that the employee must vacate the position immediately. Why not put your period after the word "position"?

MR. WHITE: Sure, sure.

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MR. BAIRD: That leaves him, "Well, it may not be immediately but it may be three months from now."

MR. WHITE: That is entirely acceptable to me.

MR. SHELDON: Paragraph "c" covers your point, George.

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[REDACTED] What paper is that?

MR. KIRKPATRICK: This is Colonel White's paper of 1 December.

Otto, have you any comments on this?

MR. GUTHE: The letter by the DD/I brought out this idea of two

25X1A9a masters. Now [REDACTED], for instance, as my administrative officer becomes very closely identified with the Office. He is supporting the Office problems, he interprets the administrative problems in terms of Office needs, and then carries back the needs to get an interpretation out of DD/A. He is my staff advisor on administrative problems. Now if he were to choose CD/A as a designation he might be put in a slightly difficult position occasionally in carrying the problems, desires and needs of my Office to DD/A in order to try to straighten out the situation, knowing that his promotion and his future lies pretty much in the hands of the CD/A Career Service Board.

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MR. WHITE: I think he definitely should be your advisor, and he is working for you to try to get the service that you want for whatever period he is there with you. Frankly, that is one of the principal things I can see we would gain. Literally hundreds of questions come to the Personnel Office, the Finance Office, and to my Office that frankly, if the administrative people knew their business and had been schooled properly in their specialty before they went to your Office, or to any office, they would know the answer. I mean, we are still dotting "i's" and crossing "t's" in answering first and second-grade questions clear up to my Office, where a properly trained Personnel Officer or Finance Officer would know the answer. And if he had had that kind of background before he went there he would be able to be of much better service to you and a better advisor to you, I think, on the administrative side of the fence than he is otherwise.

Now insofar as the two masters thing is concerned, he is down there and he is working for you. His career is going to be governed primarily by the kind of personnel evaluation report you turn in on him. You are the one

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that is going to turn in the personnel evaluation report, not me. It's just the same as if a Theater Commander in Germany has a Finance Officer on his Staff, he makes out his report to the Chief of Finance, and he in turn is governed by the type of record that man builds up in Germany, Japan, or someplace else, and he decides whether he should be promoted early, or given this job or that job, based on the record he has made serving other people. You are the fellow who is going to have to tell me whether he is a good administrative officer or a poor one, and that is the thing which in the long run is going to give him greater or less opportunity to get ahead, rather than the fact that I admire him for serving you. He is supposed to get what he can for you.

MR. GUTHE: I bring this point up because it was a point made--

MR. CAREY: But if he has to look to you for promotion?

MR. WHITE: He is not on my T/O at all. He is in your T/O. I mean, we would, in the course of the present procedure, look at the record of promotion as it comes through, but there is no implication here that we aren't going to accept your recommendation that a man be promoted or not be promoted at all. He is working for you.

MR. KIRKPATRICK: You might well advise that if you plan to keep his career in that particular field, that the promotion might hamper his rotation to other parts of the Agency.

MR. WHITE: Sure. When you get up to be a banker at one salary it's pretty difficult to transfer over to the medical profession at the same salary. The same thing applies here. But that is why I think we are trying to develop a corps of professional, administrative people.

MR. CAREY: Is the basic reason for this that you are dissatisfied with the present administrative officers throughout the Agency?

MR. WHITE: With some qualification, we have a lot of people around the Agency and in various places of the world that have been, let's say, in supply officer positions, or personnel officer positions, or finance officer positions, and have never had any training whatever in the home office. Then we have a flap and we say, "Well, gentlemen, this fellow is a fine fellow and smart as hell" - and he probably is and he's doing his best, but we don't

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speak the same language. He doesn't know the problem of the home office back here, he doesn't understand the whole system, therefore he can't do as good a job. I am certain that at least 50 per cent of our administrative flaps would not occur if we all spoke the same language.

MR. CAREY: Then the administrative personnel will no longer be under the control of the office they are working in.

MR. WHITE: They can. I mean, I have no more authority to order a man to go overseas against his will than anybody else has.

MR. CAREY: It all boils down to who gives them their training to make them better people when they come back, or something like that. I don't see what the argument is.

MR. WHITE: The argument is that up to now the DD/P and the DD/A areas are working on this principle of rotation, and the rest of the Agency is not.

MR. CAREY: Well, if they're happy--

MR. KIRKPATRICK: Other Career Service Boards, with very few exceptions, have gotten down to Career Service work. What they have done, with all due tribute to the amount of time and effort that has been put on them, they have been usurping functions of one, the executives, and two, the Personnel Office, and that is what we want to get the Career Service Boards into, and why I think we can consolidate and streamline them, is in career planning. OCD has actually gotten into it, for example, in which individuals have come up and said, "Well, now, I cast my career ahead for the next ten years on this basis." Once that has started it automatically sets into motion the negotiation between the different boards for rotation of personnel; it sets into motion the whole training aspect; and it is going to enable, if we can get the thing working -- and, mind you, at the most optimistic thought it is going to be a year or two before we can get it working, simply because of the amount of clerical work involved in getting it rolling -- it will set into motion the whole system of: "I am going to stay in this job for two years. Then I want a year's training. Then I want to go overseas. Then I want to go over to this other office for background" -- just as some of your people from Contact have gone into OSI, for example. So Red's whole planning for personnel will go along,

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and you can cast out your men's careers on that basis. As I see it, the basic Career Boards will get completely out of promotion considerations, except in submitting to cross-Agency promotion boards, because we have reached the stage where we have bounced up to the top grades and you are either going to have to look ahead, shoot the man ahead of you, or hope he resigns, and we are going to have a morale problem unless we anticipate that and get our promotions scheduled ahead so that we can offer the youngsters an opportunity for reasonable promotion after they have shown their complete competence. And also we can get the hell out of this system of a promotion after a certain time in grade. The sooner we can get people to forget that, the better. That is why I say I think this fits right into that program, and maybe to go into extended debate on it now before we recast the Career Service program into that, isn't the most beneficial thing. The purpose of this meeting is more educational, because there is a tremendous area of misunderstanding between the two sides.

MR. CAREY: I haven't had a chance to read this latest thing Red put out.

MR. KIRKPATRICK: So I would like to terminate the discussion at this moment, particularly in view of the fact that Mr. Amory himself has some strong views on it, and I will take it upon myself to discuss it with him and if he wants to appear here and discuss it we will arrange a time when he can come. But I think the two things that should be clearly understood is one, there should be no coercion involved, no shotgun approach; and two, I would assume if the individuals in the administrative side refused DD/A's career designations, that DD/A would not be vindictive in retaliation or in his dealings with them.

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[REDACTED] Kirk, may I suggest we make a copy of this transcript available to Mr. Amory?

MR. KIRKPATRICK: I should think a copy should be available to Mr. Amory or anybody else, and to you, Red, if you want one?

The next item on the agenda is one which you will find explained a little better.

MR. CAREY: May I be excused, Kirk?

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MR. KIRKPATRICK: You are perfectly welcome to stay.

. . . Messrs. Carey and Guthe retired from the Meeting . . .

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MR. KIRKPATRICK: [REDACTED] presented to me on 25 November a memorandum which has been dittoed and placed at your respective places here, which is, in effect, a check-list of where we stand on this Career Service System and Program, and the things that have to be done. As you all know, I am very anxious to get this thing completely cleared up and rolling at the earliest possible date.

Now, going down this very rapidly, in view of the time. On the legislation, as I recall from having seen the papers cross my desk today, Red, we are very close to the moment when all of the legislation proposed, not only that considered by the Career Service Board but that which has come up administratively, also, is just about ready to be presented to the Director in a package?

MR. WHITE: That is right. I think we ought to present it in a package.

MR. KIRKPATRICK: I think it all ought to go in as one package.

Item "c" is simply a statement of fact, the definition of the Career Service. The one-year after EOD item is something to be handled administratively. And as I envisage it, when the new Career Service is announced we would then set into effect certain regulations which would make sure that all supervisors got a fast alert at about nine to ten months that that year was coming to a close and they should take a careful look at Mr. "A" or Miss "B" and see if they should continue on, because after that first year is over, administratively we have no method for asking them to leave quietly. I think we are all agreed on it.

Then "g" raised the question of selection-in, selection-out, and appeal policies, evaluation and assessment, training and development, specialization and generalization, and structure and mechanics of the Career Service System.

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Now, by a process of coercion I got [REDACTED]

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[REDACTED] to sit down and write up the basic policies on these various subjects, the first five of which are here, Rud?

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[REDACTED] That is right.

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MR. KIRKPATRICK: They are presented here today.

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██████████ Will you take credit for two of those, Kirk?

MR. KIRKPATRICK: But the very basic one, the structure and mechanics of the Career Service System is fairly important. I haven't finished yet but I hope to have it for the next meeting.

On "h", the CIA Selection Board, you will recall that we have had that paper presented to us and have been in general agreement on it, with the exception of one or two fairly minor points.

Paragraph "i" has been pretty well covered.

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██████████ "i" is very important. Frankly, I am not sure about "i", and this is here for confirmation, in a sense, because in searching and analyzing the transcript I could never find an actual, final decision by the Board. Therefore, what is in "i" is somewhat speculative as far as I am concerned.

MR. KIRKPATRICK: I'd like to say this, it is my concept and also my impression that most of you share this, that the CIA Selection Board, which as we understand it will be composed on a panel basis so there will be a division of work and not too much burden on any individual, will not only select individuals in but also a similar board will meet prior to the completion of the three years to pass on their selection into the Career Service.

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██████████ The issue in "i" concerns those persons who are presently on duty. That will certainly work after this whole thing is phased for 3 years and there is no longer any problem, but it's a question of the commitment that the Agency has made or implied to those presently on duty, and that is where the 3-year angle comes in that I am not certain of.

MR. KIRKPATRICK: Then let me explain it this way: As far as those individuals presently on duty are concerned, the Agency must live up to its actual and implied obligations to them when this Career Service Program is put into effect. In other words, they can't suddenly spring on anybody who is on duty as a full staff employee, a new caveat to his position. Consequently, the way "i" will work will be that those individuals who are qualified, who are not on probation, who have completed their full year, who have satisfactory efficiency reports, and for any other reason are not excluded, will go into the Career Service. There will be eliminated from this group individuals who have

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5 definitely indicated their desire to be with the Agency only a year or two on a sabbatical from a college or individuals who aren't willing to commit themselves to the CIA career obligation statement which will be given them. And as I envisage the mechanics of putting this into operation, we will circulate simultaneously with the announcement of this system in the booklet entitled, "What a Career in CIA Means to you", a questionnaire indicating the obligations and commitments on the part of the individual for entering the Career Service, and the statement for him to sign that he is willing to undertake those obligations, having fully understood what is involved.

6 MR. BAIRD: Have you met the question that I have a selfish interest in, and Colonel Edwards probably has one in, whether we get credit for the military service we put into the Agency prior to becoming civilians? I have 6 months as a civilian in the Agency and two and a half years on the military side.

MR. KIRKPATRICK: I would assume in such circumstances where the individual has civilianized to make a career, that the military service in the Agency prior to that would count. Is there any disagreement on that?

MR. WHITE: Was your personnel action ever changed? Your appointment?

MR. BAIRD: It was changed the day I civilianized. I am on probation.

MR. KIRKPATRICK: Any further questions on "i"?

5 Of course, one point which is brought out in paragraph 3, one action that we want to do just as quickly as possible in addition to getting to the Director the proposals for legislation, is to get to the Director, also, the concept of the Career Service program and the revisions that will be contemplated in the present system so that he can give us at least a tentative approval before it is finally formulated and procedures developed. I don't think we should go much further in working this out until we have his general concurrence that this is what he wants and this is the way he sees it working. I don't think there is much purpose in going any further into this, but I wish you would take it back with you and study it in further detail.

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* Now on these proposed policies in view, a, of the time, and b, of the fact that you just received this agenda yesterday or today, I don't think we should start debating these policies. Rud, you will have the others ready

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for distribution when?

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As soon as you write yours and I write mine.

MR. KIRKPATRICK: Let's assume, then, the early part of next week.

MR. WHITE: Kirk, without going into any debate--and, like Mr.

Amory, I reacted a little strongly--I'd like to say a word about how this thing hit me, from what I've seen here. I tried to put myself in the position of a Career Employee. I think one of the most dangerous things in this career business is to put out a lot of paper and a lot of publicity about what we are going to do, and then not be able to follow through with concrete actions to demonstrate in a few cases that we can do it. In this "Proposed Policy on Development" I don't recognize any of the practicalities of life in there. It is all very fine to say we are going to sit down with each employee and plan his career for the next ten years--I'm not saying that we shouldn't--but somewhere in there this should be tempered, I thought, to emphasize that it isn't going to be practical to do the ideal; as a matter of fact, in most cases it isn't going to be practical to do it.

MR. BAIRD: What the individual may want may not be practical.

MR. WHITE: And also what you want. You might say, "Joe Blow, you are coming in here as a Career Service man to develop you to be a Director of Training as your ultimate job. You should have one year here, two years over there, and so on." But practically speaking you can't follow the ideal solution. That is the way that struck me. I don't want to go into a long discussion on it. Then these other things; for instance, over here on the "Proposed Policy on Rights, Benefits and Obligations" - that just leaves me awfully cold. If I were completely outside of the Agency, with all due respect to my colleagues here, and so forth, you wouldn't sell me any bill of goods by saying that by joining the Career Service I'm going to have the opportunity to associate with a highly selected group of persons. I just don't fall down in front of that, nor for these other things here.

MR. KIRKPATRICK: You don't think any of it would rub off, Red?

MR. WHITE: You get leave, like everybody else in Government; you are eligible to come home every two years, like everybody else in Government; you can apply for life insurance, and you are eligible for hospitalization, like

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everybody else in Government you can do all of those things. Frankly, it just left me as a lot of words that wouldn't impress me. I don't know whether anybody else had that reaction or not. There isn't anything in there that you can sink your teeth in and say, "Boy, this is good." It's kind of a statement of what a Government employee is entitled to. That is all it is, with a parenthetical remark that we are going to try to improve the situation.

MR. KIRKPATRICK: You wouldn't be indirectly reflecting the true situation, would you?

MR. WHITE: I just think it's bad to write papers and try to lead people to believe --

MR. KIRKPATRICK: I couldn't agree with you more, that anything we put out shouldn't over-commit us as far as what we can actually do, and to convince them that the Agency has an interest in their careers. But I do think that we have to, very very shortly, either get a Career System set up which is going to work, or stop talking about it, because today we are really getting into the situation where we are grinding out a lot of paper --

MR. WHITE: We aren't really doing very much planning as to what old Joe is going to do, and what his next assignment is going to be, and we are writing a lot of paper.

MR. BAIRD: We are stating the objective.

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These are policies.

MR. WHITE: We are trying to sell something.

MR. KIRKPATRICK: I think you should understand that, basically speaking, these are conceived as statements to the Director rather than to the employees. This is something to go up to the Director as objectives and policies for the Career Service. When we write what the Career Service means to CIA employees we are going to be a lot blunter as to what he doesn't have.

MR. WHITE: I didn't get that impression. I was under the impression that this would get general publicity, and I would sure hesitate to put it out.

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Why don't we have a little more opportunity to study this, and then maybe we can come up with some more constructive ideas the next time.

MR. KIRKPATRICK: I think so. Any more ideas on the policy statements at the present time?

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25X1A9a [REDACTED] I have a couple on the promotion one, but there is no sense in knit-picking now, that I can see.

MR. KIRKPATRICK: I think that until everybody has had a chance to thoroughly study it, we should pass it over to the next meeting.

Mr. Amory is not available Thursday afternoons?

25X1A9a [REDACTED] That is right, and he is not available Monday afternoons, either. The best times are Tuesdays, Wednesdays and Fridays.

MR. KIRKPATRICK: In view of the fact that at least three members here are also PRC, it's Wednesday afternoon if there is no PRC. Wouldn't that be alright with you, Richard?

MR. WHITE: I will be away next week.

MR. KIRKPATRICK: Would it be the desire of the Board to suspend meetings until after the first of the year?

MR. WHITE: I think we should wait until after the first of the year.

MR. KIRKPATRICK: Is there any strong objection to that?

MR. BAIRD: I know that the wheels of progress are going to keep turning and that other people will be working even if we don't meet.

25X1A9a [REDACTED] Couldn't we have a Steering Group Committee meet a week from Monday?

MR. KIRKPATRICK: If it's agreeable to the Board why don't we adjourn until the first week in January, if you would be agreeable to accepting a call from me to special Task Force meetings.

25X1A9a [REDACTED] This is where we have a good Executive Secretary, to keep things moving when we are not meeting.

MR. KIRKPATRICK: The Junior Officers Task Force will be ready January 1. And how about the Insurance Task Force?

25X1A9a [REDACTED] We haven't received a clearance on the actuaries so they haven't started to work yet. It has been four months now.

MR. KIRKPATRICK: We will adjourn, then, until the first week in January, and probably in the interim we will develop the rest of these statements which Colonel White doesn't like, and circulate them.

. . . The Meeting adjourned at 5:05 p.m. . . .

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